



October 17, 2010

Dear Friends in Christ,

After two years of consultation, and much prayer and reflection on the part of many, I am announcing our Strategic Plan for the Archdiocese of Saint Paul and Minneapolis. This plan is the culmination of a process launched in February 2009 when I named the Archdiocesan Strategic Planning Task Force. In formulating their recommendations to me, task force members have considered the input of thousands of people including pastors, parish and Catholic school leaders and staff, parishioners and Catholic school families. I have made decisions regarding the future of our parishes and schools based upon the task force recommendations in consultation with the Presbyteral Council, the Archdiocesan Finance Council, and others. I recognize that some people directly impacted by the decisions will find them difficult to embrace. I am also hopeful that upon reflection everyone in the Archdiocese will see the long-range benefits that these changes will bring. I respectfully ask for your acceptance and understanding.

The strategic decisions and initiatives outlined in this plan are necessary to ensure the health of our local Church, which is the Archdiocese, for us now and for generations to come. The main goal of the planning process is a revitalized and sustainable local Church, responsive to the needs of all of our brothers and sisters in Christ. The changes are aimed at fostering a dynamic communion of faith, hope, and love in this local Church. This vision, which is as old as the first gathering of disciples with the Lord, informs the mission that guides us today: making the name of Jesus Christ known and loved by promoting and proclaiming the Gospel in word and deed through vibrant parish communities, quality Catholic education, and ready outreach to the poor and marginalized.

You are likely familiar with at least some of the factors prompting the need for change. A disproportionate number of parish and school buildings are located in areas where the population is no longer growing. Demographic shifts and economic pressures have exacerbated these challenges. Another set of factors is the number of priests available for ministry and the challenges of providing sufficient ordained and lay pastoral leaders throughout the Archdiocese.

While the merging and clustering of parishes will involve significant challenges, we must have faith that great good can come about when we work together. As our patron St. Paul reminds us, we are called to be one body in Christ (1 Corinthians 12:12). The Church is not primarily about buildings; it is about people and relationships fostered in and through Christ. It is therefore hoped that the strategic decisions and initiatives of this plan will allow us to become more relationship focused, so that the mission of Jesus will be more effectively accomplished.

I invite you to join me in working together to create even more vibrant communities in our parishes and Catholic schools. The Church is growing - and changing. Please take comfort in knowing, as the Second Vatican Council reminds us, "beneath all the changes there are many realities which do not change and which have their ultimate foundation in Christ, who is the same yesterday and today, yes and forever" (Gaudium et spes, 10). Together, we can look to the future and do what the Church has done for two millennia: adapt to changes that best serve the faithful while remaining true to our Catholic faith. Let us work together to comfort the afflicted, welcome the stranger, educate our children, and greet the challenges and even greater opportunities before us with faith in our Savior, Jesus Christ. Please join me in praying for the future of our Archdiocese of Saint Paul and Minneapolis. May God bless you!

With every good wish, I remain,

Cordially yours in Christ,

A handwritten signature in black ink that reads "John C. Nienstedt".

The Most Reverend John C. Nienstedt
Archbishop of Saint Paul and Minneapolis

“Promote and proclaim a communion of faith, hope, and love.”

INTRODUCTION

For more than 160 years, the faithful, priests, and religious of what is now the Archdiocese of Saint Paul and Minneapolis have endeavored to make the name of Jesus Christ known and loved. Ever since Father Lucien Galtier established the area’s first Catholic church near the Mississippi River, generations of Catholics have sought to meet the needs of their age, promoting and proclaiming a Gospel message that is at once ever ancient and ever new. The Roman Catholic Church in these 12 counties of east central Minnesota, formed by Sacred Scripture and Tradition, has tried through worship and service to make present here the one, holy, Catholic and apostolic Church of Jesus Christ. Now, like those who have gone before us in faith, the local Church which is the Archdiocese of Saint Paul and Minneapolis must order the household of faith anew.

The Strategic Plan for the Archdiocese of Saint Paul and Minneapolis was developed with the objective of making our local Church more agile and able to fulfill its mission. It establishes a framework for archdiocesan-wide strategic initiatives and calls for changes to parish and Catholic school operation and infrastructure. As such, this Strategic Plan is the most comprehensive plan initiated in the history of the Archdiocese of Saint Paul and Minneapolis. The changes called for under the plan will be made as a part of a coordinated strategy taking into account all aspects of parish and school life with an emphasis on continual evaluation and improvement.

Because we are all members of one local Church, these changes are important for all of the 800,000 Catholics who live within the Archdiocese. The changes are, in fact, important to everyone in our community: whether one participates in weekly Mass at a parish or attends one of the Catholic universities located within the Archdiocese; whether one is served by a Catholic Charities program or is cared for in a Catholic hospital; whether one is young or old, Catholic or not, this Strategic Plan is structured to serve all our brothers and sisters in response to the call of the Lord Jesus.

Changes outlined in the Strategic Plan will be implemented over a period of years. No changes to parish structures are slated to begin before January 2011. No changes to schools will begin before June 2011, although some schools will be asked to review their sustainability. The structural changes outlined in the plan were made following careful analysis of changing population patterns, outreach potential, changes in the number of clergy and religious as well as the growth in ecclesial lay ministry, location and condition of buildings, and financial stress on parishes and schools. Beyond good stewardship of limited resources, the primary goal of the Strategic Plan is fulfilling the mission of the Church in the Archdiocese of Saint Paul and Minneapolis: making the name of Jesus Christ known and loved by promoting and proclaiming the Gospel in word and deed through vibrant parish communities, quality Catholic education, and ready outreach to the poor and marginalized.

CONTEXT FOR THE ARCHDIOCESAN STRATEGIC PLAN

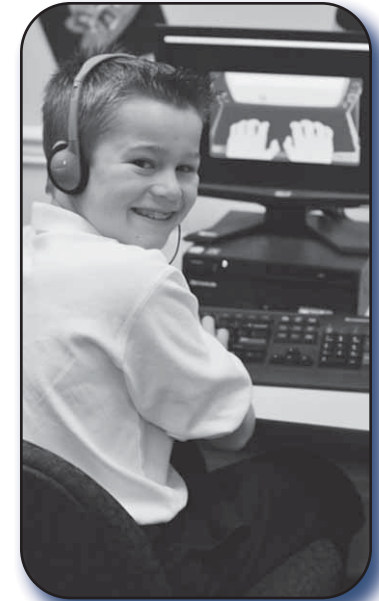
Although the mission of the Church and the message of the Gospel are timeless, the ways we live out the mission of the Church evolve in response to the signs of the times. For more than 2,000 years the Church has done just this while remaining true to her core teachings. Right now, a disproportionate number of church and school buildings are in areas where population growth has slowed or changed dramatically. Many of the church and school buildings were built in earlier eras when population patterns and other demographic factors were considerably different than they are now. During the European immigration booms in the late 19th and early 20th century, the various immigrant groups settling in the core cities of Saint Paul and Minneapolis needed parishes where their native language was spoken and their national customs were observed. Large, ethnic church buildings were built as a point of pride, sometimes within a few blocks of another Catholic church building which was home to another ethnic parish community. This model no longer serves the current reality. The dramatic demographic shifts of the past half century: the movement out of core cities to the suburbs; the decrease in household size; and the aging population (please see APPENDIX E for detailed demographic data) have resulted in a fundamental need for change.

Catholic schools have also undergone dramatic change in the past half century due to these same factors. When many of the current Catholic schools were built, families were

able to send their children to Catholic schools at relatively nominal cost thanks, in large part, to the great gift of religious communities providing sisters and brothers to administer and teach in those schools. The decline in religious vocations and the increase in gifted lay school staff, as well as the need to pay competitive wages, have changed the dynamic of Catholic education in this country over the past 50 years. The need for more specialization, more technology in the classroom, greater accountability regarding educational quality, and the dramatic shift in demographics have changed fundamentally the landscape for all schools: public, private, and parochial. The challenge facing Catholic schools is to make them affordable to all families who wish to send their children to Catholic school.

In summary, the current infrastructure grew to serve a different population. As a result, a disproportionate number of parish and school buildings are located in areas where the population is no longer able to sustain more than one parish or one school. In fact, in parishes across the Archdiocese, 32% of weekend Masses are less than one-third full and Catholic schools have, on the whole, 20% more seats than they have students. Now we are faced with a challenge: maintain too many aging buildings at often great expense or refocus those resources on creating revitalized communities responsive to the mission of the Church today and as we move into the future. While part of the answer is greater outreach and evangelization, there is also the need for intentional decisions which will foster sustainability and growth.

Another factor is the number of priests available for ministry. Despite a significant number of seminarians in formation for the Archdiocese, it is projected that we will have 19 fewer priests eligible to be pastor in 2020 than are eligible now. Even with a growth in priestly vocations the need exists to foster a more vibrant local Church which brings to full recognition the gifts of the lay faithful.



An additional dynamic is the arrival during recent decades of immigrants from different countries of origin than those of previous eras. The immigrants of today continue to be an important factor of growth for this local Church. It is therefore necessary to ensure that these brothers and sisters receive the same benefit that immigrants of old had to the sacraments, to pastoral care, and to educational opportunities, in the language and cultural custom with which they are familiar. Welcoming our brothers and sisters arriving in the Archdiocese today is an essential sign of the universality of the Church and an acknowledgement of the gifts immigrants bring to this local Church.

Finally, the Archdiocese must bring itself into the 21st century in the area of administrative practices. While most parts of the business world have been reporting electronically for decades, much of the reporting done by parishes is still on paper. This antiquated system of data-tracking prevents us from accessing real time data. It also creates more work at both the parish and archdiocesan level. For example, right now some information for required reports is gathered and data-entered at the parish level only to be mailed to the Archdiocese and then data-entered again at the archdiocesan level. This plan pushes us all forward, requiring electronic reporting of parish annual reports beginning in the autumn of 2011.

The Archdiocese of Saint Paul and Minneapolis is not unique in the challenges facing it. Many other dioceses across the United States, as well as public institutions locally and nationally, have gone through reorganization in the past several decades. Even during the past quarter century in this Archdiocese, for example, there have been changes to parish and school structures. Currently, there are 213 parishes within the Archdiocese, seven less than 25 years ago and there are 98 schools within the Archdiocese, 24 less than in 1985. Clustered parishes are also an existing reality. Currently, 25% of parishes within the Archdiocese are in a cluster relationship with one pastor serving two or more parishes. Nationally, the percentage of clustered parishes is higher. Just as our parents and grandparents sacrificed for the future of the faith, the sacrifices asked today of our

local Church are meant to ensure that our faith is as vital for our children and our grandchildren as it has been for us. United, we can move forward with changes that are based in a shared understanding of the realities we face, as well as rooted in the mission given to us by Christ to spread his Gospel of love and life.

The changes outlined in the Strategic Plan are needed for us to strengthen our local Church in this new millennium. As brothers and sisters in Christ, we are all called into *communio*, communion as Church, so as to be sent forth in *missio*, mission into the world. We are called into a communion of faith, hope, and love as one body in Christ, a body for the glorified Christ to continue his saving mission in the world.

THE LOCAL CHURCH: A VISION TO GUIDE US INTO THE FUTURE

The core truths of our Catholic faith and the essential mission of the Church do not change. The seven guiding principles of the planning process as envisioned by the Archbishop ensure that the strategic decisions and initiatives outlined in the plan are aligned with that mission. However, the ways in which we fulfill the mission of the Church do evolve over time. The Strategic Plan provides a roadmap to realize the vision of this local Church in the coming years and decades.

The faithful in the Archdiocese of Saint Paul and Minneapolis are called to be a vibrant communion of faith, hope, and love. **Faith** illuminates our reasoning by helping us appreciate that the love of God revealed in Christ Jesus is the highest value which orients our lives and informs our decisions. By **Hope** we entrust ourselves to the promise of eternal life, sure that if we live in faith, God will provide a way in each and every circumstance of life. In **Love** we live our faith and hope through the power of the Holy Spirit, testifying to the union which God both initiates and perfects by giving of ourselves to God and neighbor. As the faithful of the local Church of the Archdiocese of Saint Paul and Minneapolis, we are called to offer these gifts to one another so that the name of Jesus Christ might be known and loved anew.

For all **lay faithful** who are invited to share their gifts in service of the Church, this Strategic Plan is founded upon the truth that it is the baptismal vocation which is fundamental in the Church. This insight, reclaimed for the Church by the Second Vatican Council, calls men and women of faith to holiness of life and to a shared responsibility. Although lay men and women have a principal responsibility to ensure that our economic and public life is informed by Gospel values, the Church is in need of their gifts of faith and professional excellence. Strategic initiatives under the plan call on parishes to encourage lay leaders with gifts in administration to help address the operational needs of a parish, so that pastors may focus on preaching, teaching, and sanctifying. Other lay faithful may be invited to offer their gifts of ministry for the Church, as many men and women already do. In recognition of the great importance of laity in the Church, parishes are being asked to establish appropriate qualifications for positions, adhere to best practices, and provide opportunities for ongoing formation and training for lay staff and volunteers.

Seven Guiding Principles of the Strategic Plan

- 1. Full sacramental ministry:** Changes are aimed at providing a stronger sacramental presence for all Catholics, while fostering the ministry of priests, deacons, and, where appropriate, lay ecclesial ministers.
- 2. Competent pastoral leadership:** Coordinated and ongoing formation and training for clergy and lay leaders, as well as established best practices in administration will help ensure inspired ministry. Emphasis will be placed on collaboration of the ordained and laity in leadership and service in the Church.
- 3. Special concern for the needs of the poor, marginalized, and immigrant:** Throughout our history the poor, marginalized, and immigrant have been acknowledged as a gift to the Church. The Strategic Plan calls for all parishes within the Archdiocese to help support certain parishes and schools in locations most critical to advancing this mission yet are not likely to be financially sustainable for the foreseeable future because of the economic circumstances of those they serve.
- 4. Catholic school support and inclusion in the planning process:** Under the Strategic Plan, all Catholic school communities are expected to review sustainability based upon the established criteria for long term viability with the goal of making a high quality Catholic education available to every family who seeks it.
- 5. Every parish is involved in the discussion:** Greater collaboration is required of us all under the Strategic Plan. The establishment of regional administrative centers and regional school discussions, as well as other structures for inter-parish and inter-school communication and cooperation will provide the framework for this increased collaboration.
- 6. Every parish is expected to evaluate their own resources and adjust accordingly:** The Strategic Plan provides a structure for ongoing evaluation of resources, the establishment of sustainable financial models, as well as more transparent communication regarding resources. While the truths of our faith remain constant, we must be willing to adapt our physical structure and policies to address the signs of the times.
- 7. Respect, patience and honesty in all discussions to build on strengths:** The spirit of consultation and communication which has been a key feature of the planning process will continue during the coming months and years. The Archdiocese will continue to welcome comments from pastors, parish and Catholic school leaders and staff, parishioners, Catholic school families, and others.



For those who serve the local Church as **priests**, this Strategic Plan re-emphasizes what is central to their call: to imitate the mystery of the Eucharist which they celebrate with and for the faithful. Increasingly priests have been asked to take on administrative tasks to a point that can frustrate their pastoral responsibilities. The Strategic Plan outlines changes aimed at helping priests focus on their essential ministry. For those who serve as **permanent deacons**, the plan fosters a more structured and focused approach to their ministry. In order to ensure inspired ministry by all clergy, a more formalized structure of ongoing formation is being initiated under the Strategic Plan. More equitably assigning clergy, including retired priests, those in academia, and those assigned as chaplains, will improve access to full sacramental ministry for everyone, including the growing senior population and those who speak a language other than English.

For **those who sacrifice for Catholic Education**, whether parent or student, teacher or administrator, pastor or benefactor, this Strategic Plan is the beginning of a more coordinated vision for Catholic education in the Archdiocese. We are blessed with an abundance of schools with very dedicated supporters. We also face challenges which have emerged over the past decades and have yet to be addressed systematically. This Strategic Plan begins an effort to answer the fundamental questions which must be answered: how will we sustain Catholic education for generations to come?; how will Catholic education remain true to its core values while realizing quality academic outcomes?; how are students' lives enhanced by a Catholic education? Under the Strategic Plan, Catholic Schools are called to meet consistent standards of excellence and financial transparency. This means that when parents choose a Catholic school they will know that their school meets defined standards in the areas of Catholic identity, academic quality, financial management, and community outreach. Schools will undergo regular review of these viability factors to ensure that they are sustainable going forward. The plan outlines structured responses if school leaders identify challenges to viability in any of these four areas.

For **our neighbors in this 12 county area**, this Strategic Plan reinvests the Archdiocese of Saint Paul and Minneapolis in the work of faith, hope, and love which it has been about since the first permanent Catholic presence was established here more than 160 years ago. We are refocusing so as to renew our efforts to build a community that fosters authentic human values and that is always ready to serve those in need. Whether a person serves with us or is served by us, we are mindful of the words of Christ: it is in giving that we receive. This Strategic Plan will assist the local Church in sharing the gifts we have received with all who call this area home.

No matter what your role, you play an important part in the future of this local Church. If you have a gift for teaching young people about our faith, think about how you can become more engaged in catechesis; if you are blessed with a pastoral heart, contemplate how you may provide comfort to those in need; if you have a talent for administration, reflect upon how you could help your parish or school respond to the initiatives outlined in the Strategic Plan; if you are gifted with temporal resources, consider how your generosity could further the mission of the Church in this Archdiocese. Please prayerfully contemplate how you might assist the parishes, schools, and institutions of this Archdiocese to promote and proclaim a communion of faith, hope, and love in your local Church, the Archdiocese of Saint Paul and Minneapolis.

HIGHLIGHTS OF CHANGES UNDER THE STRATEGIC PLAN:

- **Strategic initiatives** which will encourage cooperation, improve stewardship of resources, and increase transparency in the areas of: qualified pastoral leadership; Catholic schools; and finance and administration to improve ministry, evangelization, and outreach in the Archdiocese.
- **21 parishes will merge with 14 receiving parishes** during the next several years, bringing the Archdiocese from **213** parishes in October 2010 to **192** following the implementation of the announced decisions. Masses will continue to be celebrated at the church building of the merging parish until a decision which contradicts such use is made by the parish pastoral and finance councils of the receiving parish community, in consultation with the Archbishop and the Presbyteral Council.
- **33 parishes will enter into new cluster arrangements** during the next several years with one pastor leading two or more parishes, following implementation of the announced decisions.
- **25 parishes are identified for structured collaboration** with neighboring parishes; many of these sites may eventually move toward a cluster; all parishes and schools are called into greater collaboration under the Strategic Plan.
- **Certain schools are under urgent review** to determine sustainability; it is likely that local leadership at these schools will decide that some of these schools should close at the end of the 2010-2011 school year.

STRATEGIC INITIATIVES

So that the mission of the Church may be fulfilled, the Archdiocese has identified certain initiatives to improve administration and ministry in parishes, at schools, and throughout this local Church. The following summary of strategic initiatives, while not intended to be comprehensive, sets forth a direction for administrative and operational changes to be implemented in the near future at the service of mission. In order to achieve the vision for the future of this local Church, three key pillars must be strengthened: inspired pastoral leadership; exceptional Catholic education; and infrastructure for the Church of today and tomorrow.

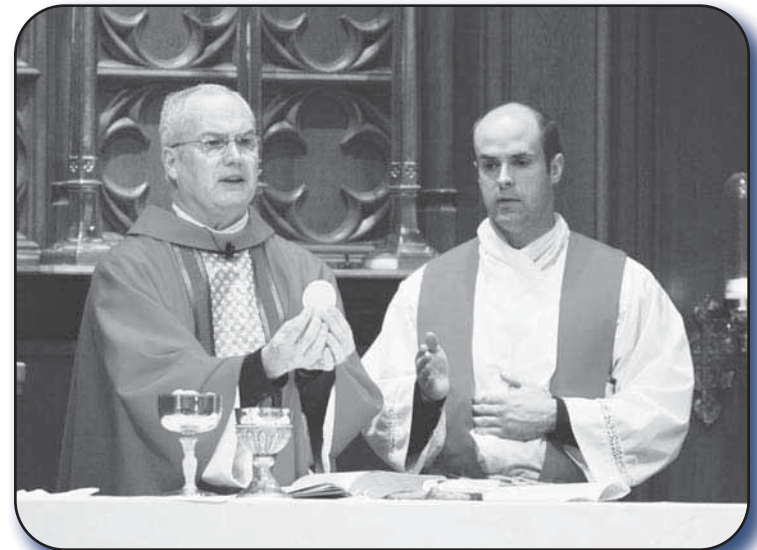
INSPIRED PASTORAL LEADERSHIP

Both lay and ordained leaders play key roles in the Church. Many excellent ordained and lay pastoral leaders currently serve the faithful of the Archdiocese of Saint Paul and Minneapolis. While there remains an essential difference among ordained and lay pastoral leaders and the roles they may perform, the Second Vatican Council reminds the Church of the fundamental importance of the baptismal vocation and the universal call to holiness to which all are called and, in service of which, all pastoral leadership is ordered.

PRIESTS AND DEACONS

In order to ensure continued competent **ordained pastoral leaders**, priests and deacons will be expected to engage in 16 hours of ongoing formation each year. Recognizing the diverse needs of the presbyterate and the diaconate, the newly formed Center for Clergy Formation will be responsible for realizing this goal. The Center for Clergy Formation will be housed at the St. Paul Seminary and will bring together the Office of Vocations, the Institute of Ongoing Formation for Clergy, and the Institute of Diaconal Formation.

- **Office of Vocations** - the Office of Vocations will remain unchanged. For the last several years, this Archdiocese has had 60 or more seminarians in formation. Mindful of the good work already being done, effort should be given to review best practices around the country especially as it pertains to vocational discernment opportunities or summer camps for diverse audiences, as well as opportunities to foster vocations to consecrated life.
- **Institute for Ongoing Clergy Formation** - A part-time director will guide the work of the Institute of Ongoing Clergy Formation. This work will involve an integrated approach to both priestly and diaconal ongoing formation. While collaboration with the Director of the Institute of Diaconal Formation (see below) will be necessary for deacons, the director will coordinate ongoing formation opportunities for the three unique groups within the presbyterate: newly ordained (ordained one to four years), new pastors (ordained five to seven years), and experienced priests.
 - *Newly Ordained Priests* - The Director would gather the newly ordained men by class for prayer and reflection around issues regarding the transition into the presbyterate.
 - *New Pastors* - New pastors will be gathered for focused formation opportunities pertaining to challenges and opportunities to be found in taking on a pastorate. Particular attention will be given to canonical and organizational expectations.
 - *Ongoing Formation for the Presbyterate/Diaconate* - In addition to the educational opportunities mentioned above, a series of ongoing formation opportunities for priests and deacons in the Archdiocese will be offered. This could be a combination of the Clergy Study Day format (twice a year on coordinated themes) and other formation opportunities as decided. It may also be important to designate some priest-specific or deacon-specific opportunities.
- **Institute for Diaconal Formation** - A full-time director will guide the work of the recently revised diaconal formation program. In collaboration with the St. Paul Seminary and under the direction of its Rector, the director will be responsible for the integration of the revised diaconal program. In addition, the director will serve as an advisor to the Director of Ongoing Formation in determining offerings for ongoing formation appropriate to permanent deacons.



In addition, clear expectations for assignments, support, and assessment for priests and deacons will be formalized under initiatives set in motion by the Strategic Plan. Also in development as a part of the Strategic Plan are more clearly defined criteria for a priest to be eligible for appointment as pastor and enhanced support for international priests who serve generously in the Archdiocese.

VIBRANT LAY INVOLVEMENT

In order to ensure the continued commitment of inspired **lay pastoral leaders**, parish, school, and archdiocesan employees should complete six hours of ongoing formation sponsored by the Archdiocese annually. Like the ordained, lay pastoral leaders are also encouraged to live lives of faith informed by daily personal prayer and a regular, if not daily, participation in the liturgical life of the Church. Apart from opportunities already provided for by various ministerial groups, the Archdiocese will organize at least two annual opportunities for ongoing formation for lay pastoral leaders. Under the purview of the archdiocesan Office of Parish Services, and offered on a regional basis, such educational offerings will aspire to be interdisciplinary and highlight best practices in the Archdiocese, as well as the Church as a whole. Parishes are encouraged to provide staff opportunities for periodic days of recollection and professional development. All pastoral leaders who have not had the opportunity to engage in an in-depth study of the Catechism of the Catholic Church are encouraged to enroll in the Archbishop Harry J. Flynn Catechetical Institute at the St. Paul Seminary to assist them in the ongoing need to base all pastoral service on the shared faith of the Church. In addition, pastoral leaders are encouraged to consider enrolling in the graduate programs of Theology or Pastoral Studies at the St. Paul Seminary. These programs are offered at a discounted rate to the men and women who work in parishes within the Archdiocese. Lay leaders and staff should also participate in an annual assessment with a corresponding review of a comprehensive job description for each parish staff position. Basic standards and required competencies for initial appointment should be in place in all parishes and schools.

EXCEPTIONAL CATHOLIC EDUCATION

Catholic education and opportunities for catechesis and growth in faith come in a variety of forms including Catholic schools, faith formation, youth ministry, and evangelization and outreach. As baptized Christians, all the faithful are called to grow in the knowledge of their faith and to witness to the faith to all they meet.

CATHOLIC SCHOOLS

Catholic schools are an essential part of promoting and proclaiming a communion of faith, hope, and love. We are blessed with the presence of many fine Catholic schools within the Archdiocese of Saint Paul and Minneapolis. Catholic schools develop strong partnerships between home and classroom that foster academic excellence and infuse fully Catholic teaching and values into every element of a student's educational experience. Catholic school students are given an opportunity to live out their faith in service to the larger community, providing a foundation for students to become faith-filled ethical leaders in the local and global community. Catholic schools face the challenge of remaining viable while also being affordable to all families who desire a Catholic school education for their children. Catholic school viability is measured against criteria in four areas: Catholic identity, academic quality, financial management, and community outreach (please see section entitled STRATEGIC DECISIONS AFFECTING SCHOOLS).

Forthcoming initiatives related to schools include, but are not limited to, changes in the following areas:

- **Catholic Identity** - In order to ensure a faith-filled identity, each Catholic School will complete an annual Catholic identity report to be filed with the archdiocesan Office of Catholic Schools at the end of each school year. Every other year, Office of Catholic Schools staff will conduct an onsite review of Catholic identity.
- **Academic Quality** - In order to ensure robust academic quality, each Catholic school will be accredited by an agency approved by the State of Minnesota. Schools must also incorporate standards developed by the Office of Catholic Schools that would include, but would not be limited to, affordability, transportation, staffing, technology, development, and curriculum.
- **Financial Management** - The Office of Catholic Schools will coordinate an effort to ensure the responsible financial management of every school in the Archdiocese.



- **Community Outreach** - To ensure effective community outreach every school will be expected to have development, marketing, and student recruitment plans in place.

To serve these ends, the Office of Catholic Schools is authorized to evaluate the educational program of all Catholic schools within the Archdiocese to assure adherence to the standards set by the Archdiocese in response to the Archbishop's direction. The Office of Catholic Schools will also lead an effort to develop a structured response to consistent enrollment declines at a school and the need for managing to current budget realities.



To assure the future of Catholic schools that enrich lives and shape our community, the Archbishop will establish an **Archdiocesan Schools Advisory Board**. The mission of this Board will be to foster and promote the ministry of Catholic elementary and high schools as part of the educational mission of this local Church, the Archdiocese of Saint Paul and Minneapolis. The Board would advise on areas including Catholic identity, finance, institutional advancement, and planning. This Board would also have the responsibility to review the designation of certain Catholic schools receiving special support as evidence of the commitment of the Archdiocese to the poor, the marginalized, and the immigrant.

A national consulting firm has been retained by the Archdiocese to bring a broad national perspective to view the quality, affordability, and vitality of the Catholic schools within the Archdiocese of Saint Paul and Minneapolis. They will identify strategies, structures, and models that have proven to be effective in Catholic schools nationally, and recommend models and practices that could be effective in this Archdiocese. The consultants are addressing the areas of Catholic identity, operations and finance, governance, leadership, and educational effectiveness.

FAITH FORMATION

Under the strategic plan, all the faithful are called to renew their commitment to lifelong faith formation. The plan also recognizes the need for ongoing formation for faith formation leaders and catechists. Toward this end the Strategic Plan calls on parishes to collaborate with one another in order to provide the best faith formation programming possible. While some parishes might retain a standalone faith formation program for elementary students, others might consider a shared program. Not only are leaders asked to review program content and form regularly to ensure compliance with the Archdiocesan Religion Standards, they are also asked to follow the guidelines noted in the National Directory for Catechesis and the General Directory for Catechesis. Parishes are encouraged to work together to meet the needs of adult faith formation and to make better use of existing faith formation resources. Two important initiatives that should be utilized more fully in parishes are *Early Catholic Family Life* and *All in God's Plan*, two age-appropriate programs offered by the archdiocesan Office of Marriage, Family, and Life.



YOUTH MINISTRY

Special consideration will also need to be given to youth in the years ahead. The Archdiocese is developing several initiatives to help young people continue to grow in their faith after Confirmation. Recognizing the good work already being done in a number of parishes, these initiatives will take a regional approach with the aim to bring young people together with their peers across the Archdiocese for formation and worship. Fortunately, several nationally recognized Catholic youth organizations reside within the Archdiocese and efforts are already underway to engage these entities to consider partnerships to meet the faith formation needs of this important age group. Youth and young adults are the future of our Church and more intentional outreach to them is necessary to realize the mission of the Church. To realize this needed outreach, the Archdiocese will establish an Archdiocesan Youth Ministry Advisory Committee and finalize its regional programmatic opportunities by June 1, 2011.

EVANGELIZATION AND OUTREACH

Ultimately, the purpose of the Strategic Plan is to further knowledge of and love for the name of Jesus Christ in His body, the Church. In addition to full sacramental ministry, each parish must recommit itself to reach out to the unchurched as well as to inactive Catholics. A regional vicariate structure will assist parishes in coordinated efforts to re-engage members of the Church who no longer actively practice their faith. This assistance will involve both the training of parish personnel as well as programmatic opportunities to engage inactive Catholics. Finally, each parish must, as an essential aspect of its mission, aspire to sow the fullness of Christ's witness. Accordingly, each parish is called to foster the Gospel of Life and the right of justice, as well as to take practical steps to ensure that material needs of parishioners are met.

INFRASTRUCTURE FOR THE CHURCH OF TODAY AND TOMORROW

The Strategic Plan provides a framework for more cohesive operation of parishes, schools, and other institutions within the Archdiocese that will result in stronger ministry and administration. The plan will help parishes, schools, and archdiocesan central offices to utilize more fully 21st century technology and best practices in service of the Church. The plan also sets out guidelines for best practices in the area of administration and finance and establishes an infrastructure for sharing what works administratively and programmatically between parishes and schools.

ADMINISTRATION AND FINANCE

The life of every parish is intimately local and yet the decentralization of parish life in the local Church of the Archdiocese sometimes creates a challenge for effective and efficient ministry. Standardizing certain operations and programming across the parishes of the Archdiocese, while maintaining our fundamentally decentralized structure, will increase the level of service and value throughout this local Church. One of the financial goals of the strategic planning effort is to ensure that all parishes and Catholic schools in the Archdiocese are on a sound financial footing. In some cases, that may require the resolution of long standing debts owed to outside parties and to the Archdiocese. In order for this goal to be achievable, it is necessary that each parish and school develops and adheres to a balanced budget, that each parish finance council monitors the implementation of the approved budget and assists the pastor in making adjustments as needed to align actual operations with a balanced budget, and that the Archdiocese provides assistance and consistent procedures to increase the quality of financial practices across all the parishes and schools in the Archdiocese.

The Archdiocese will establish a **Regional Vicariate** structure (please see map, APPENDIX D). In place most recently from 1986-2000, regional vicariates offer the local Church a way to organize itself in three important areas: governance, programming, and financial administration. A regional vicar appointed by the Archbishop will exercise several canonical and administrative responsibilities, as well as interact in a mediating fashion with the deans of each deanery. The deans will continue to serve the Archbishop through their office and collectively in the Presbyteral Council as a consultative body, while the regional vicars will serve as an extension of the Archbishop's governance and administrative responsibility. Among their responsibilities, regional vicars will: make regular parish visitations (to review liturgy, sacramental records, etc); facilitate regional programmatic offerings of the Archdiocese and among deaneries; advocate for financial transparency; and serve on the Archbishop's Council.

In addition, **Regional Shared Service Centers** will provide financial, accounting, and administrative support to parishes which are in debt or which simply seek assistance. The regional centers will also present opportunity for economies of scale in combining 'backroom' functions. Finally, the regional centers will assist parishes and the archdiocesan central offices in implementing a **Standardized Accounting System for Parish Financial Reporting** to increase efficiency and accuracy and to promote required electronic submission of parish annual reports beginning in the autumn of 2011. Parish budgets demonstrate responsible fiscal stewardship when they account for meeting:

- normal operating expenses
- sufficient reserve funds
- contributions to a capital improvement fund for the long-term maintenance of facilities
- payments for insurance premiums
- payments to employee benefit and retirement plans
- assessments to the Archdiocese
- appropriate accruals for the servicing of existing debt

Mandatory, immediate consultation with appropriate archdiocesan staff or regional vicars will be necessary to develop a workout plan if the parish budget is not balanced or the parish is not current on its debt obligations.

In response to requests from pastors, a process is in place to consider revisions to the **Parish Assessment Formula**. Among the topics being considered are: revision for assessment credit for the support of a parish school based on a more realistic estimate of the per child cost of supporting a parish school; exemption of tuition receipts from assessment; and increasing the assessment at all parishes to provide for support of certain schools and to increase the availability of Catholic education across the Archdiocese. An initiative is already under way to review the annual **Catholic Services Appeal** and determine how parishes might be able to participate under a renewed stewardship model. To further assist parishes, the Archdiocese will offer training opportunities to pastors and parish staff to help parishes implement more fruitful parish stewardship efforts.

CHAPLAINCIES

Chaplaincies are non-parish communities of the faithful entrusted to a parish priest. However, these communities have not been formally established as parishes, either because they are still in the process of developing into a parish or because the community itself is better served by another ecclesial model. For instance, communities of the faithful that are spread across broad areas, such as members of immigrant groups, or are affiliated with institutions such as high schools, universities, hospitals, or the military are often better served by the chaplaincy model. As of January 1, 2011, the Archdiocese will clarify the status of all chaplaincies in the Archdiocese.

One chaplaincy will be dedicated to Latino Ministry. Under the coordination of an appointed chaplain, a **Latino Ministry Advisory Board** will be established to coordinate outreach to Spanish-speaking Catholics. While Mass will continue to be offered in Spanish throughout the Archdiocese (currently, Mass is offered in Spanish at 23 parishes) under the Strategic Plan, resources will be focused at certain parishes so that Spanish-speaking Catholics will have access to full sacramental ministry, as well as faith formation programming, and pastoral care at those locations. The Archdiocese will strengthen its current commitment to Latino Ministry program development and by June 2011 an institute to provide leadership training in the Latino Community will be formalized.



FURTHER NOTES ON IMPLEMENTATION

In order to facilitate properly the implementation of strategic initiatives and decisions, certain policies and procedures must be established to provide for structural changes under the Strategic Plan. Forthcoming initiatives related to implementation of strategic initiatives and decisions include, but are not limited to, changes in the following areas:

Realignment of Deaneries/Reclassification of parishes:

- Realign deaneries to support inter-parish relationships within the local Church
- Reclassify national parishes that no longer have a compelling pastoral reason to serve a particular national community
- Reestablish parish boundaries for canonical purposes and to help pastors coordinate the pastoral care within a given geographic area

Administer the Assets and Liabilities of Merging Parishes: Assets and liabilities of a parish merging with another parish will go to the new merged parish corporation; communication regarding assets and liabilities of merging parishes should be transparent to parish members.

- Evaluation of existing assets and liabilities of both parishes, including debt to the Archdiocese, third parties, general accounts payable, wages payable, workers' compensation contributions, benefit plan contributions, taxes payable, etc.

- Development of a budget and projection of operations for the proposed merged organization, to ensure that fiscal viability will exist post-merger
- Analysis and establishment of the priority of all claims
- Negotiations to resolve unsecured third-party debt vs. archdiocesan debt, giving recognition to the value of combined assets, including real estate to be sold and other property to be liquidated
- Development of a system to prioritize building projects and advise parishes on how to proceed

Monitoring of Plan Implementation:

- Establishment of a monitoring board consisting of clergy and lay members to advise on the effectiveness of plan implementation
- Development of a structure for regular, ongoing review of parish sustainability using established criteria for long-term viability of parishes (please see APPENDIX B).
- Monitoring of preservation of sacred items and articles of architectural or artistic significance
- Development of a plan to provide for ongoing care of cemeteries
- Examination of potential uses of buildings which are eventually identified for closure by parish communities

Ongoing Evaluation:

This Strategic Plan is intended to be dynamic. In the years to come, there will be a need for ongoing evaluation and adjustment to meet future challenges and opportunities as we work to promote and proclaim a communion of faith, hope, and love in this Archdiocese.

“My dear brothers and sisters, our own version of being Church must be rooted in the communion of faith, hope, and love that we share as the universal Body of Christ in this Archdiocese. Of course, that communion will always be supported in our parish communities, but going forward, this may happen in ways that we have not previously experienced. More than likely this will require new ways of thinking on the part of pastors and parishioners alike. It will require that weekly routines be altered and yes, even lives be adjusted. But our response to the mission of Christ must remain ever the same, one full of hope that we are united in our witness to the presence of Christ, who is the way, the life, and the truth.”

The Most Reverend John C. Nienstedt
Archbishop of Saint Paul and Minneapolis
March 23, 2010

STRATEGIC DECISIONS AFFECTING PARISHES

Parishes are a primary means of developing a communion of faith, hope, and love among the faithful in our local Church. While all of the faithful of the Archdiocese are entrusted to the pastoral care of the Archbishop, it is impossible for him personally to preside at the Eucharistic liturgy always and everywhere. Thus, the Archbishop has the responsibility to establish and maintain stable faith communities, and to entrust each community with a pastor, who is to provide the pastoral care for that community. The most common form of faith community is the parish, although faith communities may also be designated as chaplaincies or other non-parish communities. Parishes are generally territorial, which means that the parish includes all the faithful living within a certain territory. However, parishes may also be established for persons of a certain nationality, who speak a certain language, or who worship according to a certain rite. The parish community may worship at one or more sites, either a parish church or an oratory. In short, a parish is a community of people, while a church is a building, when the word is used as it is here to describe a structure.

It is important to understand that the people and parishes of this Archdiocese are the local Church. Nearly 9,000 infants were baptized in parishes throughout the Archdiocese and more than 1,500 adults joined the Catholic Church through the Rite of Christian Initiation of Adults last year. During the 2009-2010 school year, nearly 47,000 children and youth were involved in parish faith formation programs and more than 34,000 children were enrolled at Catholic schools here in the Archdiocese. An untold number of adults of all ages engaged in opportunities to deepen their faith through parish programs. Understanding our communion as the local Church helps us be aware of the needs of our brothers and sisters throughout the Archdiocese. It also helps us to appreciate that while we must be one in faith and practice, there is an appropriate diversity among parishes in size and style of worship. The Strategic Plan reinforces our communion by calling all of us into greater collaboration, even as it respects appropriate diversity.



SUMMARY OF CRITERIA FOR LONG-TERM VIABILITY OF PARISHES WITHIN THE ARCHDIOCESE

As part of the strategic planning process, all parishes were reviewed in relation to a standard set of criteria for long-term parish viability: communion; mission; administration; and relationship with the local Church (please see APPENDIX B for the full list of criteria). The Strategic Plan calls all parishes to undergo regular and ongoing evaluation based upon these criteria going forward. Identification of the criteria for long-term parish viability helps us in discerning how to utilize best our collective gifts in living out the mission of the Church at both the parish and archdiocesan level.

COMMUNION: A viable parish celebrates reverent and engaging liturgy, meets the sacramental needs of the faithful, offers faith formation opportunities for all ages, provides compassionate pastoral care, and utilizes the time, talents and treasure of all its members in support of parish life and the local Church.

MISSION: A viable parish makes the name of Jesus Christ known and loved by all through acts of charity, social justice, and outreach. Likewise, a viable parish is committed not only to the needs of active parishioners, but also to those who have left or drifted away from the Church, and those who do not have a relationship with Christ.

ADMINISTRATION: A viable parish is a good steward of the gifts God provides, as well as the contributions of parishioners. This good stewardship entails living within the means of the parish, adherence to sound administrative and finance practices, competent leaders and staff, and a vision for the future.

RELATIONSHIP TO THE LOCAL CHURCH: A viable parish intentionally collaborates with other parishes to create a cohesive fabric of ministry in the Archdiocese in order to more effectively live out the mission of the local Church.

TYPES OF CHANGES IN PARISHES UNDER THE STRATEGIC PLAN

Under the Strategic Plan, there are several types of changes in parishes: mergers, clusters, structured collaboration, and designation as an oratory. Parish mergers and clusters will take place over a period of years and no implementation of structural change is scheduled to begin before January 2011. Certain parishes are identified as requiring close monitoring for debt and other financial sustainability issues. All parishes are expected to communicate and coordinate with one another to improve ministry and increase efficiency.

PARISH MERGER

Parish merger definition: two or more parish communities merge into one community with one pastor; in each merging relationship there is one parish designated as a receiving parish; the assets and liabilities of a merging parish will be incorporated into the receiving parish (this means that the receiving parish will acquire the church buildings of any merging parish); Masses will continue to be celebrated at the church building of the merging parish until a decision which contradicts such use is made by the parish pastoral and finance councils of the receiving parish community, in consultation with the Archbishop and the Presbyteral Council; parish mergers are subject to appeal (please see APPENDIX A); mergers will proceed as the capacity to handle them effectively and pastorally allows.



Steve,
Parishioner at
St. Mathias,
Hampton – part of
a tri-parish cluster

“Be open to the possibilities of change. It isn’t about maintaining what you have. It’s about growth. That growth is both spiritual and communal. You want to grow your community, and individuals want to grow spiritually. That’s what it’s all about.”

PARISH CLUSTER

Parish cluster definition: two or more parishes that share a pastor; clustered parishes may also share some staff and programming; cluster arrangements will not go into effect before June 1, 2011; questions or concerns about cluster arrangements will be addressed at open meetings in each affected parish; parishes in a cluster arrangement retain their parish status and basic organizational structure; clustering does not necessarily lead to merger of parishes.

IDENTIFIED FOR STRUCTURED COLLABORATION

Identified for structured collaboration definition: two or more parishes each with their own pastor that are specifically identified to work in collaboration, i.e.

sharing resources, cooperating on programming, etc.; while all parishes are called into greater collaboration under the Strategic Plan, the parishes in this category are specifically asked to engage in particular cooperation and communication with neighboring parishes; many of these sites may eventually move toward a cluster.

DESIGNATION AS ORATORY

Designation as oratory definition: an oratory is a worship site established for a particular community or group of the faithful; often, oratories are simply another worship site within a parish; there are some limitations as to what liturgical celebrations can take place in an oratory, for example: all communities are encouraged to participate in Mass on Sundays at the parish church; funerals are only permitted in an oratory with a dispensation from the diocesan bishop; there must be a just cause for a baptism to take place outside of the parish church.



Kathleen,
Parishioner at
Lumen Christi,
Saint Paul –
formed through a
tri-parish merger

“For everything that was hard, it seemed like there was a blessing. There was something we were going to be able to do or be in the new space that we couldn’t before.”



Doug,
Parishioner at
St. Mark,
Shakopee –
part of a
consolidated faith
formation program

“I think you’ve got to keep an open mind... [Sharing a program] can strengthen your faith because of the strong collaboration that can take place during that time. It’s a nice way to reflect on your own values, and what’s really important, and what you can give up.”

STRATEGIC DECISIONS AFFECTING CATHOLIC SCHOOLS

Viable Catholic schools are an essential element for fulfilling the mission of the Church in this Archdiocese. Catholic schools assist parents, as primary educators, in handing on the faith to the next generation. Currently, more than 34,000 students attend Catholic schools throughout the Archdiocese. Identification of the criteria of long-term viability in the areas of Catholic identity, academic programming, financial management, and community outreach (please see APPENDIX C for the full list of criteria) help us in discerning how to best live out the mission of the Church in Catholic schools within the Archdiocese. In some circumstances at certain schools, where the Archdiocese has a direct financial investment, higher standards of accountability and transparency may apply. Ongoing reporting concerning school viability along with site visits conducted by the Office of Catholic Schools maintains accountability standards set forth in the Strategic Plan. A schedule for submitting documentation, as well as for school viability visits, will be communicated annually to all schools in the Archdiocese. Under the Strategic Plan, all schools are called into greater collaboration.



The Archdiocese and its schools have retained a national consultancy group whose final report is due in November 2010. While the Strategic Planning Task Force gathered an enormous amount of data and offered insightful direction, it was necessary to receive the assistance of a consultant to bring the knowledge of our local situation distilled by the task force into conversation with best practices across the country. Pastors and principals have been informed of this initiative and a representative steering committee is working with the consultants to meet their November deadline.

SUMMARY OF CRITERIA FOR LONG-TERM VIABILITY OF CATHOLIC SCHOOLS IN THE ARCHDIOCESE

CATHOLIC IDENTITY: A viable Catholic school has as its foundation a solid Catholic identity. The Catholic school operates in conformance with the laws, teaching, and doctrines of the Roman Catholic Church. It is committed to teaching the fullness of the Catholic faith, values, and practices and to integrating these core values into all academic subject areas. This integration of Catholic faith and values with life distinguishes the Catholic school from other schools.

ACADEMIC QUALITY: A viable Catholic school has a quality, comprehensive program as affirmed by an approved accrediting agency, utilizes technology to develop 21st century skills, and provides for ongoing professional development and formation for staff.

FINANCIAL MANAGEMENT: A viable Catholic school has a long-range financial plan, has a balanced annual budget, monitors its finances, and reports annually to stakeholders. A viable Catholic School reviews its budget at the end of September and makes adjustments to reflect actual enrollment numbers.

COMMUNITY OUTREACH: A viable Catholic school has effective development and marketing efforts to defray the costs of a quality, Catholic education and to attract new students.



SUMMARY OF CHANGE PROCESSES IN SCHOOLS

Local leaders, with direction and assistance from the Archdiocese, will make decisions regarding the viability of individual Catholic schools. Some schools will be part of structured discussion to determine solutions for problems of Catholic school sustainability and access in particular geographic areas. Final decisions regarding the future of individual schools are made at the local level and recommended to the Archdiocese. Each school community will receive communication about the change process category, if any, to which their school is assigned.

SUSTAINABILITY REVIEW SCHOOLS: Certain school communities will undergo the Catholic Elementary School Review Process for School Sustainability during the next three years and develop a plan that meets the criteria for viable Catholic schools.

SHARED RESOURCES DISCUSSIONS: Certain schools will engage in regional discussions to ensure the sustainability of the system of schools and parishes, as well as that of individual faith communities. These school communities will examine potential configurations within a region to either reduce or grow capacity to meet student enrollment and financial projections for the next eight to fifteen years. Possible outcomes of these discussions are greater sharing of resources and the development of regional schools.

URGENT REVIEW SCHOOLS: Certain school communities will begin the Catholic Elementary School Review Process for School Sustainability immediately with direction and assistance from the Archdiocese. An outcome of this process will be a recommendation, based on a decision by local school leaders, regarding the sustainability of the school into the future. A possible decision is that the school is unsustainable and should close.



TYPES OF CATHOLIC SCHOOLS

Currently and going forward, Catholic schools within the Archdiocese can generally be grouped into four categories.

PARISH SCHOOL: A school supported by one parish.

CONSOLIDATED/REGIONAL SCHOOL: A school which serves a geographic region of an Archdiocese and is supported by two or more parishes.

SCHOOLS THAT RECEIVE SPECIAL SUPPORT: A school which may not be sustainable due to financial or demographic factors, but which is designated for special support because it is a presence of the Church in a key geographic area and/or it exists to serve the poor in providing the opportunity of a Catholic education. Such schools must raise a pre-determined percentage of needed development funding with the remainder provided through archdiocesan assistance and grant support.

INDEPENDENT CATHOLIC SCHOOL: A school not formally affiliated with a parish. These schools are sponsored by a religious order or have archdiocesan oversight.

STRATEGIC PLANNING PROCESS SUMMARY

In February of 2009, Archbishop John C. Nienstedt appointed the Strategic Planning Task Force to gather input, analyze data, and draft recommendations regarding structural changes and strategic initiatives to further the mission of the Church in the Archdiocese of Saint Paul and Minneapolis.

In the spring of 2009, priests began meeting in deaneries to draft proposals to the Strategic Planning Task Force outlining potential structural changes.

During the summer and fall of 2009, the archdiocesan Office of Parish Services facilitated eight leadership meetings, eleven regional parishioner meetings, and more than 20 ministry group meetings to gather input for the Strategic Planning Task Force's consideration. Input was also collected via letters, a voicemail hotline in English and Spanish, and a web comment form in English, French, Korean, Spanish and Vietnamese. Thousands of people, including pastors, parish and Catholic school leaders and staff, parishioners, and Catholic school families shared their hopes and concerns.

In the early summer of 2010, the Strategic Planning Task Force submitted its recommendations to the Archbishop for his evaluation.

During the summer and early fall of 2010, the Archbishop considered task force recommendations when making strategic planning decisions, in consultation with the Presbyteral Council, financial advisors, and other groups.

In October of 2010, decisions regarding strategic planning were announced. An appeal process follows. (Please see APPENDIX A.)

YOU WERE HEARD

SOME OF THE COMMON THEMES THAT EMERGED FROM THE CONSULTATIVE PROCESS THAT HAVE BEEN INCORPORATED INTO THE STRATEGIC PLAN

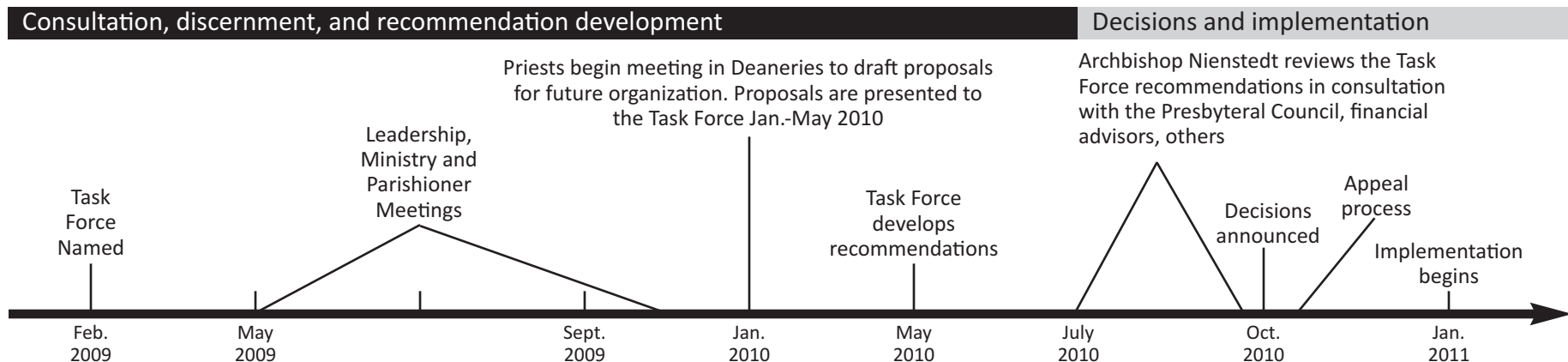
- Outreach: we recognize the need to reach out to young people, disaffected Catholics, new immigrants, and the poor.
- Transparency: we recognize a need for more openness about parish and Archdiocesan finances and improved communication at all levels.
- Responsible stewardship: we recognize the need to make better use of the gifts we are given so all are served well and within our means.
- Collaboration: we recognize that fostering cooperation, communication, and a shared commitment between parishes is important.
- Healthy and unhealthy competition: we recognize that parishes and schools often sense we are competing with one another which is unproductive and contrary to furthering the mission of the Church.



Timeline: Archdiocesan Planning Process

FAITH, HOPE, AND LOVE

Archdiocese of Saint Paul and Minneapolis





Members of the Archdiocesan Strategic Planning Task Force

Father John Bauer, co-chair Rector of the Basilica of Saint Mary, Minneapolis; formerly pastor of St. Gregory, St. Leo, and St. Therese in Saint Paul, which were merged into Lumen Christi Catholic Community; ordained 1979

Father Peter A. Laird, co-chair Vicar General and Moderator of the Curia; Vice rector of St. Paul Seminary; member of archdiocesan Presbyteral Council and College of Consultors; weekend associate at parishes throughout the Archdiocese; ordained 1997

Sister Mary Madonna Ashton, CSJ Involved in health care administration for private and public sectors, specializing in acute care, long-term care, and public health

Brother Milton Barker, FSC President, Totino Grace High School in Fridley

Deacon Robert Durham Deacon at St. John the Baptist in Savage; business administrator at Our Lady of Grace in Edina

Dr. Marilou Eldred President of Catholic Community Foundation; member of Assumption Parish in Saint Paul; formerly president of St. Mary's College, Notre Dame, Indiana, 1979-1997

Father Kevin Finnegan Pastor of Divine Mercy in Faribault, St. Michael in Kenyon, and St. Patrick in Shieldsville; ordained 1996

Deacon Ramon Garcia Deacon at St. Stephen in Anoka; formerly deacon at St. Odilia in Shoreview; served Comunidad Sagrado Corazón de Jesús Hispanic Community in Minneapolis for 15 years; ordained in 2008

Dr. Lori Glynn Principal of Our Lady of Peace School in Minneapolis; formerly archdiocesan superintendent of Catholic schools

Father William Kenney Retired; serving at Lumen Christi Catholic Community in Saint Paul; formerly priest personnel director for Archdiocese; ordained 1956

Deacon George Nugent Deacon and facilities administrator at All Saints in Lakeville; retired business executive; ordained in 1992

Mr. Charles Osborne Member and trustee, St. Charles Borromeo in Saint Anthony; vice president and chief financial officer, Fair Isaac Corporation

Deacon Rip Riordan Deacon at Saint Ambrose of Woodbury; formerly director of diaconate for Archdiocese, 2001-2004; director of clergy services for Archdiocese 2004-2007; ordained in 1998

Mrs. Carol Shukle President, Archdiocesan Council of Catholic Women; member of Our Lady of the Lake in Mound; career in education and background in mass communications

Father Peter Wittman Pastor of St. Mary in Shakopee and St. Mary of Purification of Marystown; formerly held many other parish assignments; ordained in 1975

Mr. James Lundholm-Eades Archdiocesan staff

“There were a lot of people who came from all kinds of parishes, large parishes and small parishes, and their presence simply expressed a willingness to talk to each other, and that’s tremendous.”

Fr. Kevin Finnegan, strategic planning task force member and pastor of Divine Mercy in Faribault, St. Michael, Kenyon, and St. Patrick, Shieldsville, regarding a planning process parish and school leadership meeting in July 2009



APPENDIX A: APPEAL OF A PARISH MERGER

Canon law provides a means whereby certain decisions, including the decision to merge specific parishes as outlined in the Strategic Plan, may be appealed. Parties who are impacted by the decision to merge two or more parishes must follow the process set forth in the *Code of Canon Law*. The process and the specific deadlines for challenging the decision, are outlined below.

Information included here is summary information. For additional information regarding the process for appealing a decision, please consult the *Code of Canon Law*, canons 1732 to 1739, which may be found online at http://www.vatican.va/archive/ENG1104/___P6Y.HTM.

APPEAL OF A PARISH MERGER

1. Parties seeking to appeal a parish merger must submit a petition for revocation or amendment of the decision to the Archbishop in writing within 10 days of the date of the communication of the decision (October 17). This petition must include an explanation as to why the decision should be revoked or amended.
2. The Archbishop has 30 days from the date of his receipt of the petition to consider the request and the arguments made and issue a new decree. This new decree must either revoke or amend the decision, or reject the petition for recourse. As part of that process, the Archbishop may choose to consult with others, such as the Presbyteral Council.
3. If a party receives a rejection of the petition or if no response to the petition is made within 30 days, further appeal to the Congregation for Clergy may be made. This petition for revocation or amendment of the decision must be submitted in writing within 15 days of the appeal decision issued by the Archbishop or if no response is issued by the Archbishop, within 15 days after the expiration of the 30 day response period noted in #2 above.
4. The Congregation for Clergy has the right to confirm, invalidate, amend, replace, or modify the Archbishop's decision.
5. As part of the request for recourse to the Congregation for Clergy a party may request that the decision may not be implemented while the appeal is in process. This request must be made in writing to the Archbishop, as well as in writing to the Congregation for Clergy.

MAILING ADDRESS FOR THE ARCHBISHOP:

The Most Reverend John C. Nienstedt
Archbishop of Saint Paul and Minneapolis
226 Summit Ave
Saint Paul, MN 55102
Attention: Hierarchical Recourse

APPENDIX B: CRITERIA FOR LONG-TERM VIABILITY OF PARISHES WITHIN THE ARCHDIOCESE

Parishes are a primary means of developing a communion of faith, hope, and love among the faithful in our local Church. Under the Strategic Plan, all parishes are called into greater collaboration. Identification of the criteria of long-term parish viability in the areas of communion, mission, administration, and relationship to the local Church help us in discerning how to utilize best our collective gifts in living out the mission of the Church at both the parish and the archdiocesan level. The Archdiocese has identified the following areas of criteria for long-term viability of parishes:

Communion – A viable parish celebrates engaging liturgy, meets the sacramental needs of the faithful, offers faith formation opportunities for all ages, provides compassionate pastoral care, and utilizes the time, talent, and treasure of its lay members in support of parish life and the local Church.

- Explicit connections with and support of the local Church of the Archdiocese and the universal Church
- Reverent, engaging liturgy and music
- Well attended liturgies (most weekend liturgies are more than two-thirds full)
- Appropriate number of priests and deacons available to administer the sacraments
- Quality, comprehensive, life-long faith formation and education
- Compassionate pastoral care for the sick, the dying, the grieving, and others in need
- Significant lay participation in support of parish life and the local Church
- Intentional means of ensuring ministries meet the needs of the faithful and the local Church

Mission – A viable parish makes the name of Jesus Christ known and loved by all through acts of charity, social justice, outreach, and evangelization.

- Various programs and services complementing the sacramental offerings
- Conscious efforts to spread the Gospel and strengthen our communion through evangelization
- Significant number of parishioners engaged in outreach, charity, and social justice
- Responsiveness to the pastoral needs of the wider community in which the parish exists

Administration – A viable parish is a good steward of the gifts God provides, as well as the contributions of parishioners. This good stewardship entails living within the means of the parish, adherence to sound administrative and finance practices, competent leaders and staff, and a vision for the future.

- Full compliance with archdiocesan policies and procedures
- Active finance council that helps analyze current and future financial trends
- Active advisory councils, especially a pastoral council
- Competent leaders and trained, qualified paid staff and volunteers
- Just compensation for employees
- Regular supervision and annual evaluation of all employees
- Consistent payment of financial obligations, including: regular operating expenses; insurance premiums; contribution to all employee benefit and retirement funds; archdiocesan assessments; maintenance and capital needs; and appropriate accruals for the servicing of existing debt
- Reliable mechanisms for developing, implementing, and monitoring balanced budgets that: maintain sufficient reserve funds; contribute to a capital improvement fund for the long-term upkeep of facilities; and the ability to adjust operations if trends in actual income and/or expenses do not meet the original budget projections
- Accurate record-keeping and timely reporting

Relationship to the Local Church – A viable parish intentionally cooperates with other parishes to create a cohesive fabric of ministry in the Archdiocese in order to more effectively live out the mission of the Church.

- Decisions about the locations for and types of ministries offered reflect: comprehensive ministry availability in an area without unnecessarily duplicating services; sensitivities to cultural needs; and demographic trends, including a community's age structure, ethnicities, total population, Catholicity, poverty index, and disposable incomes

APPENDIX C: CRITERIA FOR LONG-TERM VIABILITY OF SCHOOLS IN THE ARCHDIOCESE

Viable Catholic schools are an essential element for fulfilling the mission of the Church in this Archdiocese. Catholic schools assist parents, as primary educators, in handing on the faith to the next generation. Identification of the criteria of long-term viability in the areas of Catholic identity, academic programming, financial management, and community outreach help us in discerning how to best live out the mission of the Church in Catholic schools within the Archdiocese. In some circumstances at certain schools, where the Archdiocese has a direct financial investment, higher standards of accountability and transparency may apply. Ongoing reporting concerning school viability along with site visits conducted by the Office of Catholic Schools maintain accountability standards set forth in the Strategic Plan. A schedule for submitting documentation, as well as for school viability visits, will be communicated annually to all schools in the Archdiocese. Under the Strategic Plan, all schools are called into greater collaboration.

Catholic Identity – A viable Catholic school has as its foundation a solid Catholic identity. The Catholic school operates in conformance with the laws, teaching, and doctrines of the Roman Catholic Church. It is committed to teaching the fullness of the Catholic faith, values, and practices and to integrating these core values into all academic subject areas. This integration of Catholic faith and values with life distinguishes the Catholic school from other schools.

- Appropriate mission statement reflects the Catholicity of all school programs and activities
- Teachings of the Catholic Church integrated across the curriculum
- Religion program fully developed and aligned with the Archdiocesan Religion Standards is in place with qualified teachers teaching it
- Faculty and students observe the truths of the Catholic faith through regular participation in Mass and the sacraments, daily prayer, service projects, and retreat opportunities
- School files an annual “Catholic Identity Progress Report” with the Office of Catholic Schools
- The Office of Catholic Schools conducts an annual review of documentation and progress of the above requirements, possibly including an onsite visit
- School uses NCEA-ACRE for religion assessment in grades 5 and 8 with results made available to parents and the Office of Catholic Schools
- School uses Information for Growth (IFG), a self-assessment tool for adult (staff) faith formation developed by the National Catholic Educational Association (NCEA)

Academic Programming – A viable Catholic school has a quality, comprehensive program as affirmed by an approved accrediting agency, utilizes technology to develop 21st century skills, and provides for ongoing professional development and formation for staff.

- School is fully accredited by an accrediting agency approved by the State of Minnesota
- Professional and spiritual development programs are in place and full participation of staff is required with appropriate budget
- Academic program is comprehensive in scope to include art, music, technology, languages, and physical education programs
- Technology is current and integrated across content areas and is supported with an annual budget allotment that includes an annual staff development plan
- Curriculum aligns with national and/or state standards
- School participates annually in a standardized testing program authorized by the Archdiocese

Financial Management – A viable Catholic school has a long range financial plan, a balanced annual budget, monitors its finances, and reports annually to stakeholders.

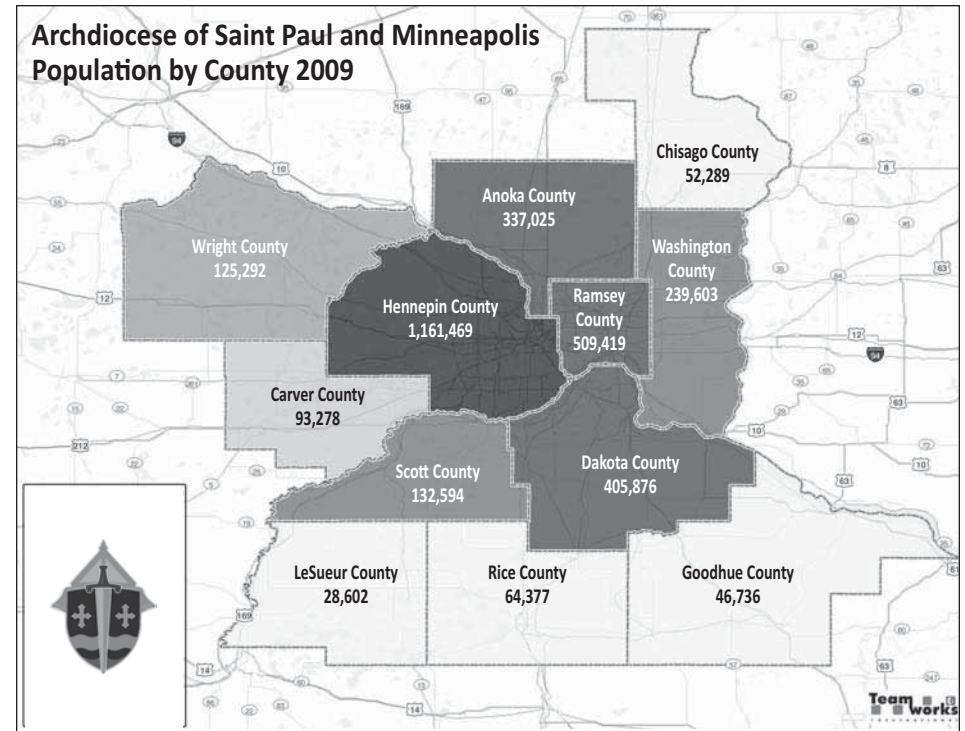
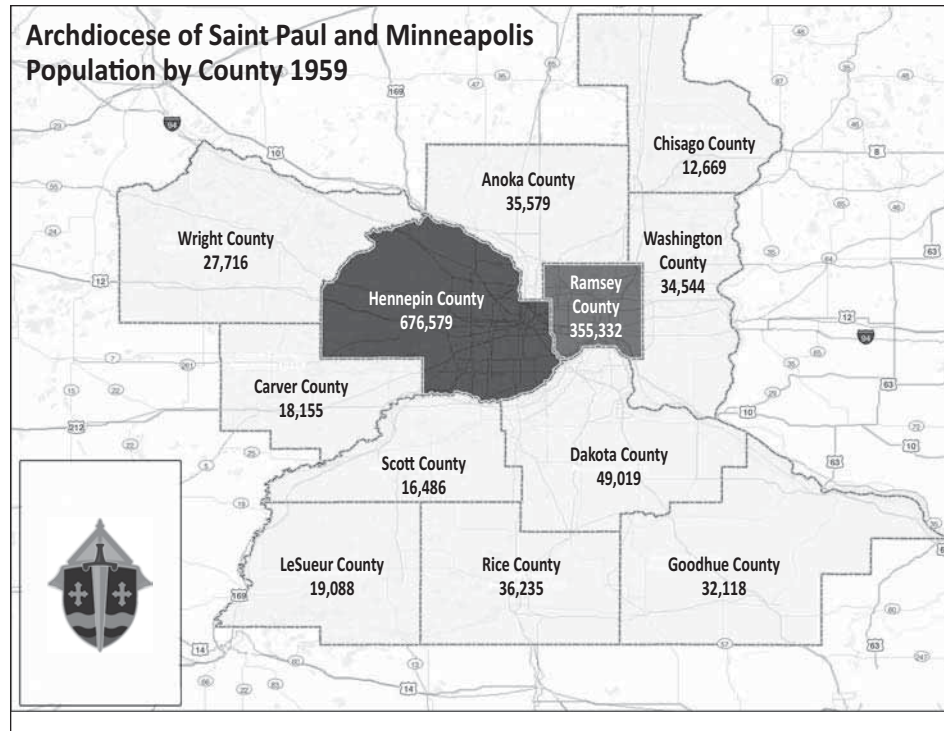
- School monitors and publishes total revenues and costs using properly formatted financial statements to the school and parish community, as well as to the Archdiocese
- Cost per student reported annually to the Archdiocese and parish/school community according to criteria provided by the Archdiocese
- Balanced parish/school annual budget, with the school budget reviewed at the end of September and adjustments made to reflect actual enrollment numbers
- School provides adequate and increasing financial aid to families unable to pay full tuition
- Classroom student/ teacher ratio for Grades 1 to 8 ranges from 1/20 to 1/25 (exclusive of specialists)
- Parish/school archdiocesan assessments and other required payments (medical, pension, insurance) are current and up-to-date

Community Outreach – A viable Catholic school has effective development and marketing efforts to defray the costs of a quality, Catholic Education and to recruit aggressively new students.

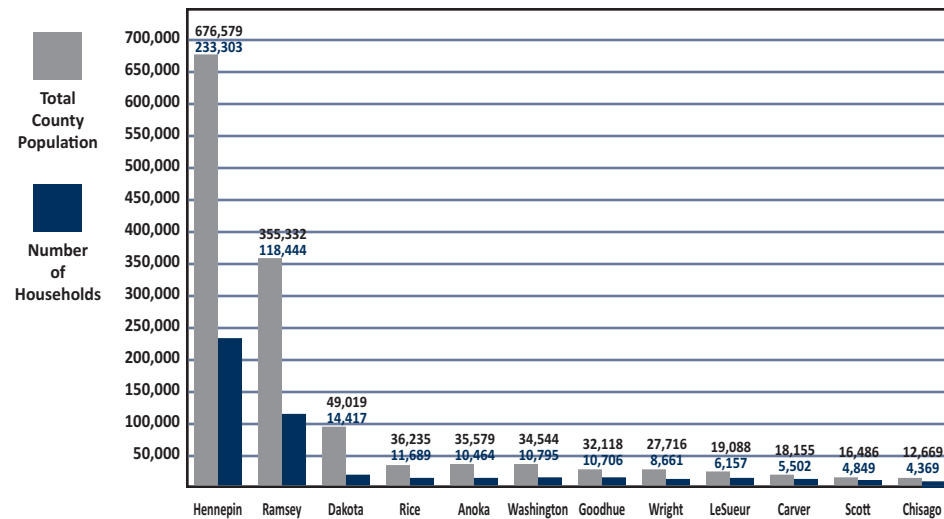
APPENDIX D: MAP OF REGIONAL VICARIATE BORDERS



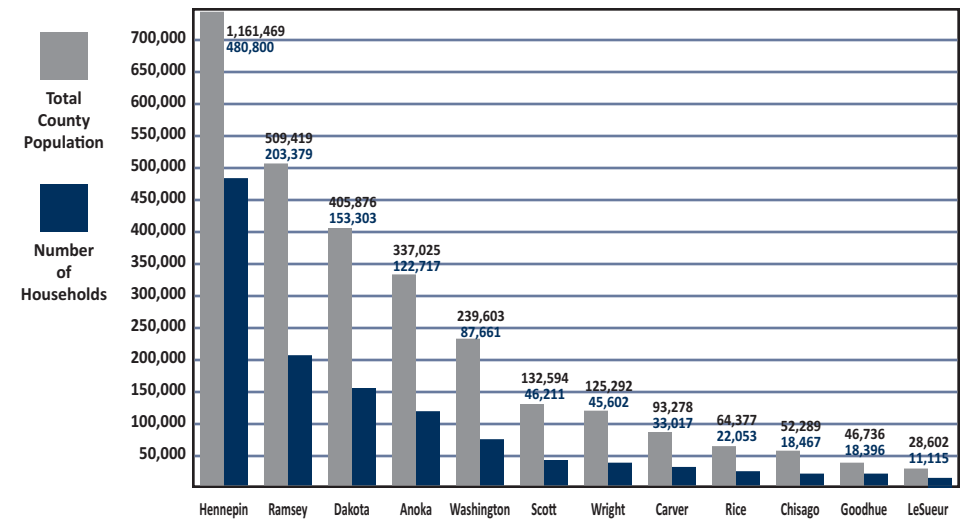
APPENDIX E: DEMOGRAPHIC DATA*



Household Demographics 1950



Household Demographics 2009



CHANGES IN AGE STRUCTURE:

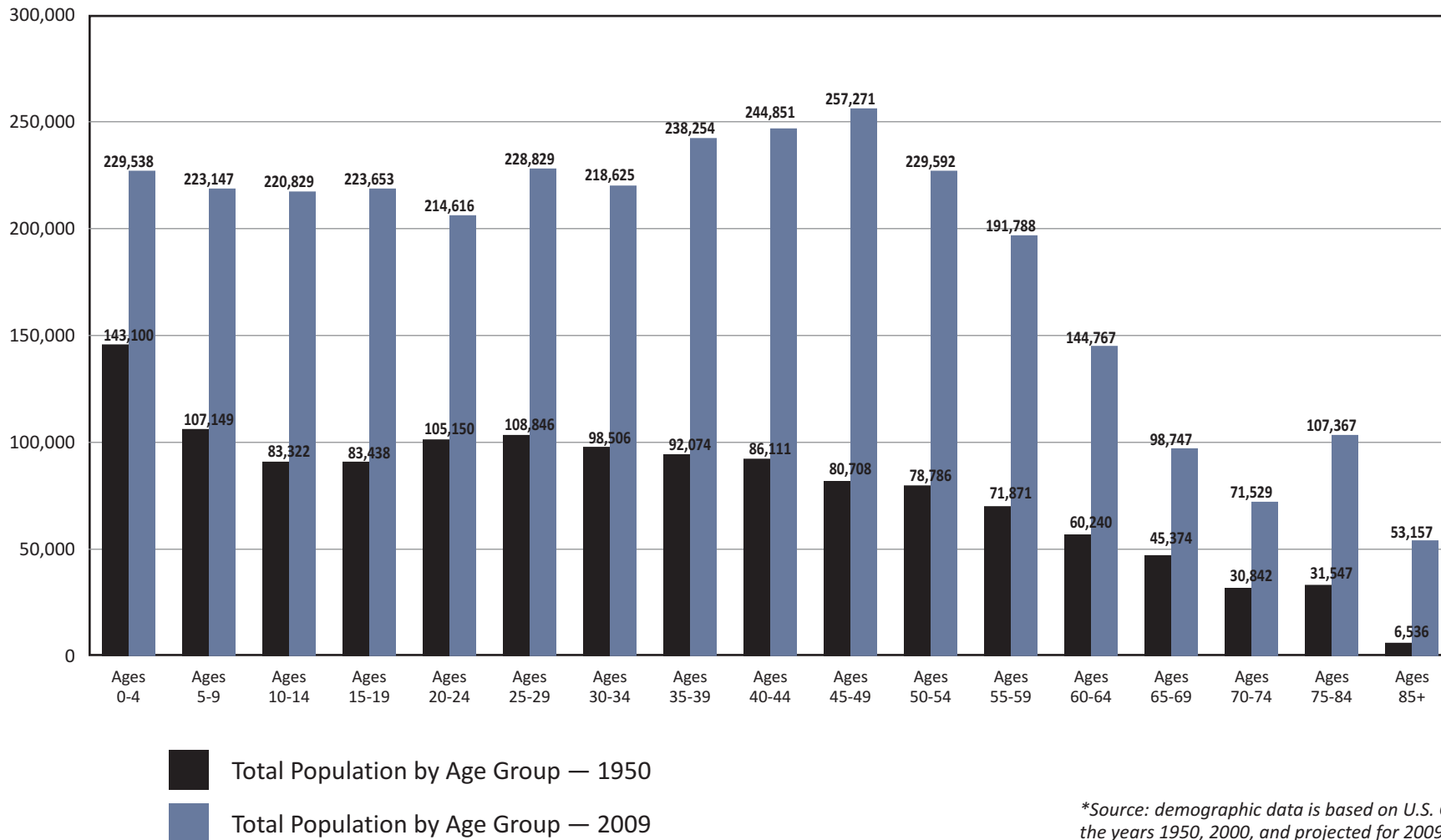
24 percent of total population in Archdiocese over 50 in 1950

28 percent of total population in Archdiocese over 50 in 2009

3 percent of total population in Archdiocese over 75 in 1950

5 percent of total population in Archdiocese over 75 in 2009

TOTAL POPULATION BY AGE GROUP COMPARISON 1950-2009



**Source: demographic data is based on U.S. Census data for the years 1950, 2000, and projected for 2009 by Environmental Systems Research Institute*

APPENDIX F: ALPHABETICAL LIST OF PARISHES WITH RESPECTIVE STATUS UNDER THE PLAN

For most parishes there will be no structural change under the Strategic Plan. No structural changes in schools are announced as a part of the Strategic Plan. Therefore, no schools are listed here. All structural decisions regarding schools will be made by leadership at the individual schools with direction and assistance from the Archdiocese.

DEFINITIONS:

PARISH MERGER

Parish merger definition: two or more parish communities merge into one community with one pastor; in each merging relationship there is one parish designated as a receiving parish; the assets and liabilities of a merging parish will be incorporated into the receiving parish (this means that the receiving parish will acquire the church building of any merging parish); Masses will continue to be celebrated at the church building of the merging parish until a decision which contradicts such use is made by the parish pastoral and finance councils of the receiving parish community, in consultation with the Archbishop and the Presbyteral Council; parish mergers are subject to appeal (please see APPENDIX A); mergers will proceed as the capacity to handle them effectively and pastorally allows.

PARISH CLUSTER

Parish cluster definition: two or more parishes that share a pastor; clustered parishes may also share some staff and programming; cluster arrangements will not go into effect before June 1, 2011; questions or concerns about cluster arrangements will be addressed at open meetings in each affected parish; parishes in a cluster arrangement retain their parish status and basic organizational structure; clustering does not necessarily lead to merger of parishes.

IDENTIFIED FOR STRUCTURED COLLABORATION

Identified for structured collaboration definition: two or more parishes each with their own pastor that are specifically identified to work in collaboration, i.e. sharing resources, cooperating on programming, etc.; while all parishes are called into greater collaboration under the Strategic Plan, the parishes in this category are specifically asked to engage in particular cooperation and communication with neighboring parishes; many of these sites may eventually move toward a cluster.

DESIGNATION AS ORATORY

Designation as oratory definition: an oratory is a worship site established for a particular community or group of the faithful; often, oratories are simply another worship site within a parish; there are some limitations as to what liturgical celebrations can take place in an oratory, for example: all communities are encouraged to participate in Mass on Sundays at the parish church; funerals are only permitted in an oratory with a dispensation from the diocesan bishop; there must be a just cause for a baptism to take place outside of the parish church.

ALPHABETICAL LIST OF PARISHES:

Parish	City	Status Under Plan
All Saints	Lakeville	No structural change
All Saints	Minneapolis	Cluster with St. Boniface, Minneapolis
Annunciation	Minneapolis	Annunciation is receiving parish for Visitation, Minneapolis
Annunciation	Northfield	Cluster with St. Dominic, Northfield
Ascension	Minneapolis	No structural change

Ascension	Norwood/Young America	No structural change (in existing cluster with St. Bernard, Cologne)
Assumption	Richfield	No structural change
Assumption	Saint Paul	No structural change
Basilica of Saint Mary	Minneapolis	No structural change
Blessed Sacrament	Saint Paul	Blessed Sacrament is receiving parish for St. Thomas the Apostle, Saint Paul; identified for structured collaboration with St. Pascal Baylon, Saint Paul; move toward cluster with St. Pascal Baylon
Cathedral of Saint Paul	Saint Paul	Cathedral of Saint Paul (parish) is receiving parish for St. Vincent de Paul
Christ the King	Minneapolis	No structural change
Comunidad Sagrado Corazón de Jesús* *not a parish, this community is a civil corporation	Minneapolis	Status to be determined
Corpus Christi	Roseville	Identified for structured collaboration with St. Rose of Lima, Roseville; move toward cluster with St. Rose of Lima
Divine Mercy	Faribault	No structural change
Epiphany	Coon Rapids	No structural change
Good Shepherd	Golden Valley	No structural change
Guardian Angels	Chaska	Identified for structured collaboration with St. Nicholas, Carver; move toward cluster with St. Nicholas
Guardian Angels	Oakdale	No structural change
Holy Childhood	Saint Paul	Identified for structured collaboration with Maternity of the Blessed Virgin, Saint Paul
Holy Cross	Minneapolis	Merge with St. Anthony of Padua, St. Clement, and St. Hedwig all in Minneapolis; St. Anthony of Padua is receiving parish
Holy Family	Saint Louis Park	No structural change
Holy Name	Minneapolis	Cluster with St. Leonard Port Maurice, Minneapolis
Holy Name of Jesus	Wayzata	No structural change
Holy Rosary	Minneapolis	No structural change
Holy Spirit	Saint Paul	No structural change
Holy Trinity	Goodhue	Holy Trinity is receiving parish for St. Columbkil, Belle Creek and St. Mary, Bellechester
Holy Trinity	South Saint Paul	Holy Trinity is receiving parish for St. Augustine, South St. Paul; identified for structured collaboration with St John Vianney, South Saint Paul, move toward cluster with St John Vianney
Holy Trinity	Waterville	No structural change (in existing cluster with St. Andrew, Elysian)
Immaculate Conception	Columbia Heights	No structural change
Immaculate Conception	Lonsdale	Identified for structured collaboration with Most Holy Trinity, Veseli; move toward cluster with Most Holy Trinity
Immaculate Conception of Marysburg	Madison Lake	No structural change (in existing cluster with Nativity of Mary, Cleveland)

Immaculate Conception	Watertown	Identified for structured collaboration with St. Boniface, St. Bonifacius; move toward cluster with St. Boniface
Immaculate Heart of Mary	Minnetonka	No structural change
Incarnation	Minneapolis	No structural change
Lumen Christi Catholic Community	Saint Paul	No structural change
Mary Mother of the Church	Burnsville	No structural change
Mary Queen of Peace	Rogers	No structural change
Maternity of the Blessed Virgin	Saint Paul	Maternity of the Blessed Virgin is receiving parish for St. Andrew, Saint Paul; identified for structured collaboration with Holy Childhood, Saint Paul
Most Holy Redeemer	Montgomery	Most Holy Redeemer is receiving parish for St. Canice, Kilkenny; cluster with St. Patrick, Shieldsville
Most Holy Trinity	Saint Louis Park	Merge with Our Lady of Grace, Edina; Our Lady of Grace is receiving parish
Most Holy Trinity	Veseli	Identified for structured collaboration with Immaculate Conception, Lonsdale; move toward cluster with Immaculate Conception
Nativity of Mary	Cleveland	No structural change (in existing cluster with Immaculate Conception of Marysburg, Madison Lake)
Nativity of Our Lord	Saint Paul	No structural change
Nativity of the Blessed Virgin Mary	Bloomington	No structural change
Our Lady of Grace	Edina	Our Lady of Grace is receiving parish for Most Holy Trinity, Saint Louis Park
Our Lady of Guadalupe	Saint Paul	Identified for structured collaboration with St. Matthew, Saint Paul and St. Michael, West Saint Paul; move toward cluster with St. Matthew and St. Michael
Our Lady of Lourdes	Minneapolis	No structural change
Our Lady of Mount Carmel	Minneapolis	No structural change
Our Lady of Peace	Minneapolis	No structural change
Our Lady of the Lake	Mound	No structural change
Our Lady of the Prairie	Belle Plaine	No structural change
Our Lady of Victory	Minneapolis	No structural change
Pax Christi	Eden Prairie	No structural change
Presentation of the Blessed Virgin Mary	Maplewood	No structural change
Risen Savior	Burnsville	No structural change
Sacred Heart	Robbinsdale	No structural change
Sacred Heart	Rush City	Cluster with St. Gregory, North Branch
Sacred Heart	Saint Paul	No structural change
Ss. Peter and Paul	Loretto	Cluster with St. Anne, Hamel and St. Thomas the Apostle, Corcoran

St. Adalbert	Saint Paul	Identified for structured collaboration with St. Columba, Saint Paul; move toward cluster with St. Columba
St. Agatha	Rosemount	Cluster with St. Elizabeth Ann Seton, Hastings
St. Agnes	Saint Paul	No structural change
St. Albert	Albertville	Identified for structured collaboration with St. Michael, Saint Michael; move toward cluster with St. Michael
St. Albert the Great	Minneapolis	No structural change
St. Alphonsus	Brooklyn Center	No structural change
St. Ambrose of Woodbury	Woodbury	No structural change
St. Andrew	Elysian	No structural change (in existing cluster with Holy Trinity, Waterville)
St. Andrew	Saint Paul	Merge with Maternity of the Blessed Virgin, Saint Paul; Maternity of the Blessed Virgin is receiving parish
St. Andrew Kim	Saint Paul	No structural change
St. Anne	Hamel	Cluster with Ss. Peter and Paul, Loretto and St. Thomas the Apostle, Corcoran
St. Anne	LeSueur	No structural change
St. Anne/St. Joseph Hien	Minneapolis	No structural change
St. Anthony of Padua	Minneapolis	St. Anthony of Padua is receiving parish for Holy Cross, St. Clement, and St. Hedwig, all in Minneapolis
St. Augustine	South Saint Paul	Merge with Holy Trinity, South Saint Paul; Holy Trinity is receiving parish
St. Austin	Minneapolis	Merge with St. Bridget, Minneapolis; St. Bridget is receiving parish
St. Bartholomew	Wayzata	Designate St. George, Long Lake, as oratory of St. Bartholomew
St. Benedict	New Prague	Merge with St. John the Evangelist, Union Hill, St. Joseph, Lexington, St. Scholastica, Heidelberg, St. Thomas, St. Thomas and St. Wenceslaus, New Prague; St. Wenceslaus is receiving parish; St. John the Evangelist, St. Scholastica, and St. Wenceslaus buildings remain open
St. Bernard	Saint Paul	No structural change
St. Bernard	Cologne	No structural change (in existing cluster with Ascension, Norwood/Young America)
St. Bonaventure	Bloomington	No structural change
St. Boniface	Minneapolis	Cluster with All Saints, Minneapolis
St. Boniface	Saint Bonifacius	Identified for structured collaboration with Immaculate Conception, Watertown; move toward cluster with Immaculate Conception
St. Bridget	Minneapolis	St. Bridget is receiving parish for St. Austin, Minneapolis
St. Bridget of Sweden	Lindstrom	No structural change
St. Canice	Kilkenny	Merge with Most Holy Redeemer, Montgomery; Most Holy Redeemer is receiving parish
St. Casimir	Saint Paul	Cluster with St. Patrick, Saint Paul

St. Catherine* *an oratory of St. Patrick, Jordan	Jordan	Designate as oratory of St. Patrick, Jordan
St. Cecilia	Saint Paul	No structural change
St. Charles	Bayport	Cluster with St. Mary, Stillwater and St. Michael, Stillwater
St. Charles Borromeo	Saint Anthony	No structural change
St. Clement	Minneapolis	Merge with Holy Cross, St. Anthony of Padua, and St. Hedwig, all in Minneapolis; St. Anthony of Padua is receiving parish
St. Columba	Saint Paul	Identified for structured collaboration with St. Adalbert, Saint Paul; move toward cluster with St. Adalbert
St. Columbkil	Belle Creek	Merge with Holy Trinity, Goodhue and St. Mary, Bellechester; Holy Trinity is receiving parish
Ss. Cyril and Methodius	Minneapolis	No structural change
St. Dominic	Northfield	Cluster with Annunciation, Northfield
St. Edward	Bloomington	No structural change
St. Elizabeth Ann Seton	Hastings	Cluster with St. Agatha, Rosemount
St. Frances Cabrini	Minneapolis	No structural change
St. Francis de Sales	Saint Paul	Merge with St. James, Saint Paul; St. James is receiving parish
St. Francis of Assisi	Lakeland	No structural change
St. Francis Xavier	Buffalo	No structural change
St. Francis Xavier -- Franconia	Taylor Falls	No structural change (in existing cluster with St. Joseph, Taylor Falls)
St. Genevieve	Centerville	St. Genevieve is receiving parish for St. John the Baptist, Hugo
St. George* *an oratory of St. Bartholomew, Wayzata	Long Lake	Designate as oratory of St. Bartholomew, Wayzata
St. Gerard Majella	Brooklyn Park	No structural change
St. Gregory the Great	North Branch	Cluster with Sacred Heart, Rush City
St. Hedwig	Minneapolis	Merge with Holy Cross, St. Anthony of Padua, and St. Clement, all in Minneapolis; St. Anthony of Padua is receiving parish
St. Helena	Minneapolis	No structural change
St. Henry	LeSueur	Cluster to potential merger with St. Mary, Le Center (in existing cluster with St. Mary)
St. Henry	Monticello	No structural change
St. Hubert	Chanhassen	No structural change
St. Ignatius	Annandale	Cluster with St. Luke, Clearwater
St. James	Saint Paul	St. James is receiving parish for St. Francis de Sales, Saint Paul; identified for structured collaboration with St. Stanislaus, Saint Paul

St. Jerome	Maplewood	Identified for structured collaboration with St. John the Evangelist, Little Canada; move toward cluster with St. John the Evangelist
St. Joan of Arc	Minneapolis	No structural change
St. John	Saint Paul	Merge with St. Pascal Baylon, Saint Paul; St. Pascal Baylon is receiving parish
St. John Neumann	Eagan	No structural change
St. John the Baptist	Dayton	No structural change
St. John the Baptist	Excelsior	No structural change
St. John the Baptist	Hugo	Merge with St. Genevieve, Centerville; St. Genevieve is receiving parish
St. John the Baptist	Jordan	No structural change
St. John the Baptist	New Brighton	No structural change
St. John the Baptist	Savage	No structural change
St. John the Baptist	Vermillion	No structural change (in existing cluster with St. Mathias, Hampton and St. Mary, New Trier)
St. John the Evangelist	Hopkins	Cluster to potential merger with St. Joseph, Hopkins
St. John the Evangelist	Little Canada	Identified for structured collaboration with St. Jerome, Maplewood; move toward cluster with St. Jerome
St. John the Evangelist	Union Hill	Merge with St. Benedict, New Prague, St. Joseph, Lexington, St. Scholastica, Heidelberg, St. Thomas, St. Thomas and St. Wenceslaus, New Prague; St. Wenceslaus is receiving parish; St. John the Evangelist, St. Scholastica, and St. Wenceslaus buildings remain open
St. John Vianney	South Saint Paul	Identified for structured collaboration with Holy Trinity, South Saint Paul; move toward cluster with Holy Trinity
St. Joseph	Delano	Cluster with St. Mary of Czestochowa, Delano (in existing cluster with St. Peter, Delano)
St. Joseph	Hopkins	Cluster to potential merger with St. John the Evangelist, Hopkins
St. Joseph	Lexington	Merge with St. Benedict, New Prague, St. John the Evangelist, Union Hill, St. Scholastica, Heidelberg, St. Thomas, St. Thomas and St. Wenceslaus, New Prague; St. Wenceslaus is receiving parish; St. John the Evangelist, St. Scholastica, and St. Wenceslaus buildings remain open
St. Joseph	Lino Lakes	No structural change
St. Joseph	Miesville	No structural change (in existing cluster with St. Pius V, Cannon Falls)
St. Joseph	New Hope	No structural change
St. Joseph	Red Wing	No structural change
St. Joseph	Rosemount	No structural change
St. Joseph	Taylor Falls	No structural change (in existing cluster with St. Francis Xavier-Franconia, Taylor Falls)
St. Joseph	Waconia	No structural change
St. Joseph	West Saint Paul	No structural change
St. Joseph the Worker	Maple Grove	No structural change

St. Jude of the Lake	Mahtomedi	No structural change
St. Katharine Drexel Catholic Community* *status to be determined	Ramsey	Status to be determined
St. Lawrence	Minneapolis	No structural change
St. Leonard of Port Maurice	Minneapolis	Cluster with Holy Name, Minneapolis
St. Louis King of France	Saint Paul	No structural change
St. Luke	Clearwater	Cluster with St. Ignatius, Annandale
St. Margaret Mary	Golden Valley	No structural change
St. Mark	Saint Paul	No structural change
St. Mark	Shakopee	Cluster to potential merger with St. Mary, Shakopee and St. Mary of the Purification, Shakopee
St. Mary	Bellechester	Merge with St. Columbkil, Belle Creek and Holy Trinity, Goodhue; Holy Trinity is receiving parish
St. Mary	LeCenter	Cluster to potential merger with St. Henry, LeSueur (in existing cluster with St. Henry)
St. Mary	New Trier	No structural change (in existing cluster with St. John the Baptist, Vermillion and St. Mathias, Hampton)
St. Mary	Saint Paul	No structural change
St. Mary	Shakopee	Cluster to potential merger with St. Mark, Shakopee and St. Mary of the Purification, Shakopee
St. Mary	Stillwater	Cluster with St. Charles, Bayport (in existing cluster with St. Michael, Stillwater)
St. Mary	Waverly	No structural change
St. Mary of Czestochowa	Delano	Cluster with St. Joseph, Delano and St. Peter, Delano
St. Mary of the Lake	Plymouth	No structural change
St. Mary of the Lake	White Bear Lake	No structural change
St. Mary of the Purification	Shakopee	Cluster to potential merger with St. Mark, Shakopee and St. Mary, Shakopee
St. Mathias	Hampton	No structural change (in existing cluster with St. John the Baptist, Vermillion and St. Mary, New Trier)
St. Matthew	Saint Paul	Cluster with St. Michael, West Saint Paul; identified for structured collaboration with Our Lady of Guadalupe, Saint Paul; move toward cluster with Our Lady of Guadalupe
St. Michael	Farmington	No structural change
St. Michael	Kenyon	No structural change (in existing cluster with Divine Mercy, Faribault)
St. Michael	Pine Island	No structural change (in existing cluster with St. Paul, Zumbrota)
St. Michael	Prior Lake	No structural change
St. Michael	Saint Michael	Identified for structured collaboration with St. Albert, Albertville; move toward cluster with St. Albert
St. Michael	Stillwater	Cluster with St. Charles, Bayport (in existing cluster with St. Mary, Stillwater)

St. Michael	West Saint Paul	Cluster with St. Matthew, Saint Paul; identified for structured collaboration with Our Lady of Guadalupe, Saint Paul; move toward cluster with Our Lady of Guadalupe
St. Nicholas	Carver	Identified for structured collaboration with Guardian Angels, Chaska; move toward cluster with Guardian Angels
St. Nicholas	Elko New Market	No structural change
St. Odilia	Shoreview	No structural change
St. Olaf	Minneapolis	No structural change
St. Pascal Baylon	Saint Paul	St. Pascal Baylon is receiving parish for St. John, Saint Paul; identified for structured collaboration with Blessed Sacrament, Saint Paul; move toward cluster with Blessed Sacrament
St. Patrick	Edina	No structural change
St. Patrick	Inver Grove Heights	No structural change
St. Patrick	Jordan	No structural change; designate St. Catherine as oratory of St. Patrick
St. Patrick	Oak Grove	No structural change
St. Patrick	Saint Paul	Cluster with St. Casimir, Saint Paul
St. Patrick	Shieldsville	Cluster with Most Holy Redeemer, Montgomery
St. Paul	Ham Lake	No structural change
St. Paul	Zumbrota	No structural change (in existing cluster with St. Michael, Pine Island)
St. Peter	Delano	Cluster with St. Mary of Czestochowa, Delano (in existing cluster with St. Joseph, Delano)
St. Peter	Forest Lake	No structural change
St. Peter	Mendota	No structural change
St. Peter	North Saint Paul	No structural change
St. Peter	Richfield	Cluster with St. Richard, Richfield
St. Peter Claver	Saint Paul	No structural change
St. Philip	Minneapolis	No structural change
St. Pius V	Cannon Falls	No structural change (in existing cluster with St. Joseph, Miesville)
St. Pius X	White Bear Lake	No structural change
St. Raphael	Crystal	No structural change
St. Richard	Richfield	Cluster with St. Peter, Richfield
St. Rita	Cottage Grove	No structural change
St. Rose of Lima	Roseville	Identified for structured collaboration with Corpus Christi, Roseville; move toward cluster with Corpus Christi
St. Scholastica	Heidelberg	Merge with St. Benedict, New Prague, St. John the Evangelist, Union Hill, St. Joseph, Lexington, St. Thomas, St. Thomas and St. Wenceslaus, New Prague; St. Wenceslaus is receiving parish; St. John the Evangelist, St. Scholastica, and St. Wenceslaus buildings remain open

St. Stanislaus	Saint Paul	Identified for structured collaboration with St. James, Saint Paul
St. Stephen	Anoka	No structural change
St. Stephen	Minneapolis	No structural change
St. Therese	Deephaven	No structural change
St. Thomas	Saint Thomas	Merge with St. Benedict, New Prague, St. John the Evangelist, Union Hill, St. Joseph, Lexington, St. Scholastica, Heidelberg, and St. Wenceslaus, New Prague; St. Wenceslaus is receiving parish; St. John the Evangelist, St. Scholastica, and St. Wenceslaus buildings remain open
St. Thomas Aquinas	Saint Paul Park	No structural change
St. Thomas Becket	Eagan	No structural change
St. Thomas More	Saint Paul	No structural change
St. Thomas the Apostle	Corcoran	Cluster with Ss. Peter and Paul, Loretto and St. Anne, Hamel
St. Thomas the Apostle	Minneapolis	No structural change
St. Thomas the Apostle	Saint Paul	Merge with Blessed Sacrament, Saint Paul; Blessed Sacrament is receiving parish
St. Timothy	Blaine	No structural change
St. Timothy	Maple Lake	No structural change
St. Victoria	Victoria	No structural change
St. Vincent de Paul	Brooklyn Park	No structural change
St. Vincent de Paul	Saint Paul	Merge with Cathedral of Saint Paul; Cathedral of Saint Paul is receiving parish
St. Wenceslaus	New Prague	St. Wenceslaus is receiving parish for St. Benedict, New Prague, St. John the Evangelist, Union Hill, St. Joseph, Lexington, St. Scholastica, Heidelberg, and St. Thomas, St. Thomas; St. John the Evangelist, St. Scholastica, and St. Wenceslaus buildings remain open
St. William	Fridley	No structural change
The Church of Gichitwaa Kateri* *status to be determined	Minneapolis	Status to be determined
Transfiguration	Oakdale	No structural change
Visitation	Minneapolis	Merge with Annunciation, Minneapolis; Annunciation is receiving parish